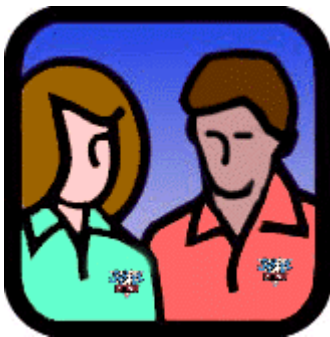




The staff is professionally trained. Subject matter experts are periodically engaged to conduct operational and maintenance reviews resulting in improved operations. These reviews are conducted through contracts established by the Community and Family Support Center and result in a detailed improvement plan.

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## STAFF



The staff is a mixture of regular full-time, regular part-time and flex-on-call employees.

Every staff member has an employee handbook, a job description, performance standards and Individual Development Plan. New employees receive position-specific training to include customer service training.

Refresher training is conducted on a periodic basis. In addition, management-level staff has attended the [Community and Family Support Training Center Basic Management Course](#), the [Bowling Center Manager's Training Course](#) and

the Annual Bowling Industry Training Conference and Trade Show. Maintenance personnel periodically attend equipment-specific training as required. The maintenance manager is an [ABC/WIBC Certified Lane Technician](#). All staff members wear name tags and uniforms.

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## BENCHMARKS



The Army [Benchmarks](#) are operating targets, NOT standards. They are intended as management tools to assist in decision making for a specific program. The tool must be used in concert with other indicators and specific information available only at the installation level.

Primarily, the benchmarks were established upon the respective Army Business Program (Bowling, F&B, and Golf) 25<sup>th</sup>-percentile performer or, in some cases, comparison to the industry average. Hence, the benchmarks were developed with the intent to provide the Army with realistic targets that will raise the Army's overall performance. Each year, the benchmarks will be re-established based upon that year's 25<sup>th</sup>-percentile performer and, in some cases, industry averages. The ultimate goal of the benchmarks is to help the program achieve a "world class" status.

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## PUBLIC USE



Patriot Lanes is open to the public in accordance with [Army policies](#). Fort Excellence has contacted all of the local bowling centers and received written letters from them indicating they have no objection to our facility being open to the general public.

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## Operating Guidance



[Operating Guidance](#) is set forth to assist Commanders and activity managers in the effective and efficient operation of an Army bowling center. The bowling operating guidance consists of three major parts: 1) bowling budget guidance, 2) bowling program guidance and 3) RecTrac Transaction Codes. All three elements coupled with the [Bowling Benchmarks](#), provide the basis for annual golf course budget development.

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## FEES AND CHARGES



Fees and charges are set based on a market assessment of operational requirements and Installation Morale, Welfare and Recreation funding considerations. Also, a target of 80 percent of the fees and charges of the surrounding community is used. Each installation's requirements are unique and must be taken into consideration when setting fees.

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## BUSINESS PLAN



Patriot Lanes has a business plan developed by the management and staff and incorporated into the Installation Morale, Welfare, and Recreation Fund business plan. Actual performance is periodically compared against the plan and operational adjustments are made based on this comparative review. The plan is updated annually.